NetPromoter For Our People **Participant Guide** June 2017 Cycle

Key Dates

Thursday, June 1	Invitation to participate sent to eligible participants
Week of June 19	Invitation to participate reminder sent to eligible participants who have not yet responded
Friday, June 30	June 2017 feedback window closes
July 2017	Leaders absorb and reflect on feedback
July - August 2017	Shareouts and team actioning

What's New & Improved This Cycle

- June is a new NPP time period; we will remain on a NPP cadence of every 6 months, the subsequent cycle will likely be around January 2018
- The survey's accessibility features have been enhanced to be more compatible with VoiceOver and other screen readers
- While all questions/statements remain the same as last cycle, there is added detail for statements referring to leaders: *"My leaders" refers to leaders that you directly interact with on a frequent basis."* Also "Leaders Develop" is the new title for the existing question "My leaders have meaningful conversations with me about my development."
- Store Leader feedback will now be included with Market Team Leadership (along with Retail Admins, Business Leaders, Market Leaders, and Market Directors) instead of with respective store

This Guide is designed to provide all Retail employees an overview of the NetPromoter for our People program. Dates listed above are Pacific Time. Questions or concerns: netpromoter@apple.com.

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Program History and Net Promoter Methodology

The **NetPromoter for our People (NPP)** program was created in 2008 to gather employees' feedback about working at Apple and enable everyone to learn, evolve, and make changes around the employee experience.

Today we reach out to the entire global Retail organization twice a year to sense how we're doing. This confidential, optional feedback effort consists of 19 questions/statements to help prioritize and validate where attention is needed and what is working well. We look at NPP results globally as well as locally, and your voice helps drive actions — at your Contact Center, Store, or your GRS team. All teams take time to share and discuss the feedback we hear, since we all play a role in creating the environment where we can do our best work. Feedback is central to ensuring the conditions are in place to support a healthy environment.

Net Promoter is the feedback methodology used. It was created by Fred Reichheld, published in "The Ultimate Question." This "ultimate" question is based around likelihood to recommend: *How likely are you to recommended Apple Retail as a place to work?* It is one of the primary measures to assess overall engagement. The resulting score is the **Employee Net Promoter Score (eNPS)**. Additional questions/statements gauge feedback on specific areas that are important to your experience at Apple.

Each area is rated on 0-10 scale, and an overall score is calculated by subtracting the percentage of "Promoters" (9 - 10 scores) from the percentage of "Detractors" (0 - 6 scores). For example: if 60% respondents rated 9 or 10 and 20% rated 0-6, the resulting score would be 40 (60-20). Note "Passives" (7 or 8) are not included in the calculation, but are an equally important audience.

The scores can range from -100 to +100, providing a clearer picture of where there is alignment on efforts, as well as which factors contribute to overall engagement. We also ask open-ended questions where more detailed feedback can be provided.

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June 2017 Cycle Questions

Category	Question/Statement
Happiness *0-10 scale* *(Very Unhappy - Very Happy)*	**Overall, how happy are you with working** **...at your Retail Contact Center?** **...as an At Home Specialist?** **...at your Apple Store?** **...in Retail [group]?** *(for Global Retail Support, Market Team Leadership, and RCC Leadership)*
Likelihood to Recommend *0-10 scale* *(Not At All Likely - Extremely Likely)*	**How likely are you to recommend Apple Retail as a place to work?**
Main Comments *Open-ended*	**Please share the reasons for your ratings above**
Note: Beginning with this cycle, there is now the following detail ahead of the rated leader statements: *My leaders' refers to leaders that you directly interact with on a frequent basis.*	
Leaders Care *0-10 scale* *(Completely Disagree - Completely Agree), with Not Applicable option*	**My leaders care about me**
Leaders Support *0-10 scale* *(Completely Disagree - Completely Agree), with Not Applicable option*	**My leaders are available when I need support**
Leaders Develop *0-10 scale* *(Completely Disagree - Completely Agree), with Not Applicable option*	**My leaders have meaningful conversations with me about my development**
Open Communication *0-10 scale* *(Completely Disagree - Completely Agree), with Not Applicable option*	**We have an environment where we can openly share our thoughts with one another**
Teamwork *0-10 scale* *(Completely Disagree - Completely Agree), with Not Applicable option*	**We have a strong sense of teamwork...** **...in my store** *(for Retail Stores)* **...where I work** *(for Retail Contact Centers)* **...in my group** *(for At Home Specialists, Global Retail Support, Market Team Leadership, and RCC Leadership)*
Alignment *0-10 scale* *(Completely Disagree - Completely Agree), with Not Applicable option*	**Our team is aligned around what our priorities and focuses are**

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Category	Question/Statement
Community Impact *0-10 scale* *(Completely Disagree - Completely Agree), with Not Applicable option*	**I believe at Apple we make a positive impact in the community**
Company Values *0-10 scale* *(Completely Disagree - Completely Agree), with Not Applicable option*	**I feel connected to Apple's values**
Fulfillment *0-10 scale* *(Completely Disagree - Completely Agree), with Not Applicable option*	**I find fulfillment in my daily work**
Receive Feedback *0-10 scale* *(Completely Disagree - Completely Agree), with Not Applicable option*	**I receive specific feedback that helps me improve and grow**
Recognition *0-10 scale* *(Completely Disagree - Completely Agree), with Not Applicable option*	**I am recognized for my contributions**
Development *0-10 scale* *(Completely Disagree - Completely Agree), with Not Applicable option*	**I am growing and developing at Apple**
Training / Information *0-10 scale* *(Completely Disagree - Completely Agree), with Not Applicable option*	**I receive the training I need to perform in my role** *(for At Home Specialists, Retail Contact Centers, and Retail Stores)* **I receive the information I need to perform in my role** *(for Global Retail Support, Market Team Leadership, and RCC Leadership)*

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Category	Question
Intent to Stay *0-10 scale* *(Completely Disagree - Completely Agree), with Not Applicable option*	**I see myself working at Apple 2 years from now**
Additional Comments *Open-ended*	**Is there anything else you would like to share about your experience** **...at your Contact Center?** **...as an At Home Specialist?** **...at your Apple Store?** **...in Retail [group]?** *(for Global Retail Support, Market Team Leadership, and RCC Leadership)*
	Is there anything else you would like to share with Apple?

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Frequently Asked Questions

Questions Regarding the Role of NPP in Our Culture

How does NetPromoter for our People feedback help impact my environment?
All feedback is reviewed with an aim towards gaining a deeper understanding and actioning where possible. Feedback from NPP has helped influence changes at the local level as well as for all Retail employees. Even when we are already aware of themes that surface in NPP, feedback is important as it provides a stronger understanding of key opportunity areas and trends. Feedback helps leaders understand where they need to focus. While we recognize that not all requests can be addressed and that change takes time, NPP feedback has affected changes to training, recognition, benefits, customer experience, communication, programs, systems, and facilities amenities.

How does NPP differ from other feedback platforms, like Share Your Ideas?
NPP is designed to further open the lines of communication in an effort to glean deep feedback and learning about our organization so we can continually improve the employee experience. NPP gives you a chance to reflect on your own experience and provide feedback on opportunities for personal development and/or in the larger context of Apple Retail.

Share Your Ideas (SYI) is different program intended to gather ideas for a particular problem and solution in the moment. At times, SYI has been leveraged to solicit ideas for specific topics. Typically, SYI ideas are inherently tactical and/or local in nature and extend beyond our team member experience to include the customer experience.

What is appropriate to share in NPP?
We recommend sharing feedback related to your individual work experience at Apple. There is no "right or wrong" feedback when you're honest. If there are topics that you feel require immediate attention or you do not feel comfortable communicating via NPP, we recommend you speak with your manager, another leader, or Human Resources to facilitate further discussion. If you have a concern that is related to business conduct, such as gifts or conflicts of interest, visit businessconduct.apple.com for support.

Why is NPP confidential when we have a culture of feedback?
NPP is kept confidential, and your name will not be included with your responses when they are reported to the leadership teams in your organization, to fully encourage open and candid feedback about your experience. While we encourage open and immediate feedback at all times, having a confidential platform like NPP ensures that all feedback has a channel to rise up and be heard.

We take confidentiality very seriously and take steps at each point along the way to reinforce and ensure your feedback is protected. When you submit your responses, they are sent to Medallia, an independent, third-party company Apple has partnered with, to securely distribute and host the survey and responses. Medallia gives your feedback a random survey ID, and provides that feedback to Apple. Further, we regularly review staffing levels to ensure that the visibility into subset reporting groups are comprised of sufficient employees to maintain anonymity. Your

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identity will not be associated with your responses when viewed by your leadership in the reporting system.

In terms of personally identifying details, your email address is shared with Medallia for the purpose of sending you the invitation. Your name is not sent to Medallia, and is not included in any response data or associated with your response when it is reported back to Apple. Your response is stored in the database with a random ID. The links in the invitations are individualized with demographic data that allows analysis to be run across groups such as location and type of role.

However, Apple takes safety seriously. When our examination of feedback gives rise to concerns of a threat of harm to self, other employees, or the general public, we may ask Medallia to supply an identity associated with a particular submission. This request would only be made after review by an Apple Human Resources or Employee Relations partner.

Questions Regarding Participation in an NPP Cycle

How do I participate?

You will receive an invitation with your link to the feedback form via email at your apple.com address on the first day of the feedback window. Store team members will also receive a link via a RetailMe Message shortly thereafter.

A unique link is sent to each individual and may only be used to submit feedback one time, so it is important that you do not forward the link you receive to anyone else. This NPP cycle will be open for a 30-day period during which you can submit your feedback. You have until the end of this feedback window to provide your feedback.

We send out notifications to the leadership teams a few weeks before the opening of the cycle to help prepare and plan development time for you to submit feedback. We also communicate to all team members when a new cycle is approaching.

How much time should I allow for to take NPP?

Depending on how much feedback you want to provide, the amount of time needed varies by team member. A good rule of thumb is to set aside 30-60 minutes to compose your thoughts and complete the survey, but some people use more or less time. Many review the questions beforehand to reflect and think through responses. Keep in mind that, until the survey is submitted, your progress and comments are saved and you can come back via your unique link.

Can I take the survey on my iPhone or iPad?

Yes. The survey is mobile-friendly and works on a Mac, iPhone or iPad.

What if I want to change or add to my answers?

The system saves your progress through the survey until you submit your response. This means that you can go back and change or amend your answers, or pause on the survey if needed, as long as it hasn't been submitted. Once the survey has been submitted, you are unable to go back into the response and change or amend your answers. Depending on how much time is left

in the cycle we may be able to reset your survey link and allow you to start over, however your previous ratings and comments will not be saved. If you feel that you have left out a very important piece of feedback, please reach out to netpromoter@apple.com to see what your best option will be.

Can I submit feedback more than once in the same cycle?

You may only submit your feedback only once.

Can I take the survey in another language?

Language options for the survey are set based on the location where you work. This includes an English option in addition to the main language(s) for each country (if applicable). In cases where we do not offer the language you may prefer, this is done so that individuals do not inadvertently self-identify their response as a result of the language selected.

Who is eligible to participate in NPP?

Apple-badged Retail team members up through Senior Director/Market Director level are eligible to participate in NPP. You must have active status in Merlin as of 14 days prior to the first day of the feedback window (May 18, 2017). Temporary agency workers and contractors are not eligible to participate in NPP. New Stores and Contact Centers are included in NPP after they have been open for at least 30 days prior to the first day of the feedback window each cycle. New countries are typically not included until they been open for at least 90 days.

Why didn't I receive an invitation?

There are a few situations where you may not be eligible to participate:

- You were on leave as of 14 days prior to the start of the cycle
- You were not employed as of 14 days prior to the start of the cycle
- Your store or Contact Center site was not open at least 30 days before the start of the cycle
- Your store or Contact Center is in a new country that was not open for an entire quarter prior to start of the cycle
- You are a contractor/temporary agency worker

If you feel that you are eligible to participate in NPP but did not receive an invitation, please reach out to netpromoter@apple.com.

I was on leave during the period when the NPP feedback window was open, can I still participate?

If you were on leave status as of 14 days before the start of the NPP cycle, you may not be eligible to participate in NPP this cycle. Email netpromoter@apple.com to help determine your eligibility to participate this cycle.

A co-worker did not receive an invitation. Can I forward my link?

No. The co-worker should email netpromoter@apple.com so we can help. Your unique link contains information specific to your employment, e.g., tenure and location. This allows for analysis across groups to identify differences and opportunities. Once feedback has been

submitted using a custom link, the link cannot be re-used. We cannot guarantee another custom link before the cycle closes.

Can I participate in NPP feedback off-the-clock?

No, employees must participate during scheduled working hours and while on-the-clock. Most leaders will schedule time in advance for you to participate. Partner with your leaders if you are having trouble finding paid time to provide your feedback.

Is NPP mandatory?

No. When you receive your invitation to participate, there is an option to opt out. Even if you have nothing to share, we prefer you participate by choosing to opt out. This ensures us that you had the opportunity to provide feedback but chose not to.

If you feel that your leadership is already aware of the feedback you have, or that the feedback you would provide is not new, bear in mind that individual responses are combined with those of your teammates, and help Apple understand the breadth of concerns across different groups. Your feedback can help better uncover trends or areas of opportunity on a larger scale.

Questions Regarding What Occurs After an NPP Cycle Closes

Who sees my responses and reads my feedback?

Functional leaders and Talent team members are able to view the data when the cycle opens. This includes Market Directors+ for Stores, Retail Contact Center Directors+, and Global Retail Support Vice Presidents/Functional Leads. All other leaders who are granted access will see scores and comments for their respective teams when the feedback window closes. This includes Store Leaders and Market Leaders for Stores, Retail Contact Center Area Managers, and Global Retail Support senior leadership. Minimum team sizes are established to help protect confidentiality of the responses. The reporting system shows scores and comments, but does not include any personally identifying details that attribute responses to individuals, and groupings are limited to ensure there are enough responses so that individuals cannot be easily identified. It is encouraged, but at the discretion of leaders, to share specific scoring and comments with their extended leadership teams.

Will I see results for my team?

Yes, typically results are shared about a month after the NPP cycle closes. First leadership reviews the breadth of feedback provided. Once the feedback window ends, team-level results are accessible by their respective leaders. Each team is expected to discuss themes from the feedback and how to make changes locally. At that point it is at the discretion of each leader to share specific scoring and comments with their extended leadership teams.

Additionally, an overall summary report of global results, themes, and trends is compiled at the close of each cycle. This information is shared with all leaders to provide greater context and understanding around their own teams' results. identify key themes, then follow up and communicate updates and action plans. They will share scores, comment themes, trending, and

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comparisons to overall and geo results. You and your peers may be called upon to participate in these next steps so you can affect change and create solutions as well.

I feel like my feedback was used against me. What should I do?
Apple strictly forbids retaliation against any of our team members for feedback they may have provided in their NPP responses, so if you feel like your feedback has been used against you in any way, you should reach out to HR, the HR HelpLine, or one of your managers. You may also visit businessconduct.apple.com to request additional support.

What if I have feedback to give between NPP cycles?
At Apple, feedback is always welcome and valuable. While NPP provides a robust, formal channel to provide your feedback to leadership, you should not feel you have to wait until the next NPP cycle to share your thoughts. If you feel comfortable expressing your opinions with your leadership team, partner with them directly. If you would like to share feedback anonymously, you can do so using the HR HelpLine or Business Conduct Helpline, or you may wish to take note of your thoughts and share when the next NPP cycle opens up.

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